



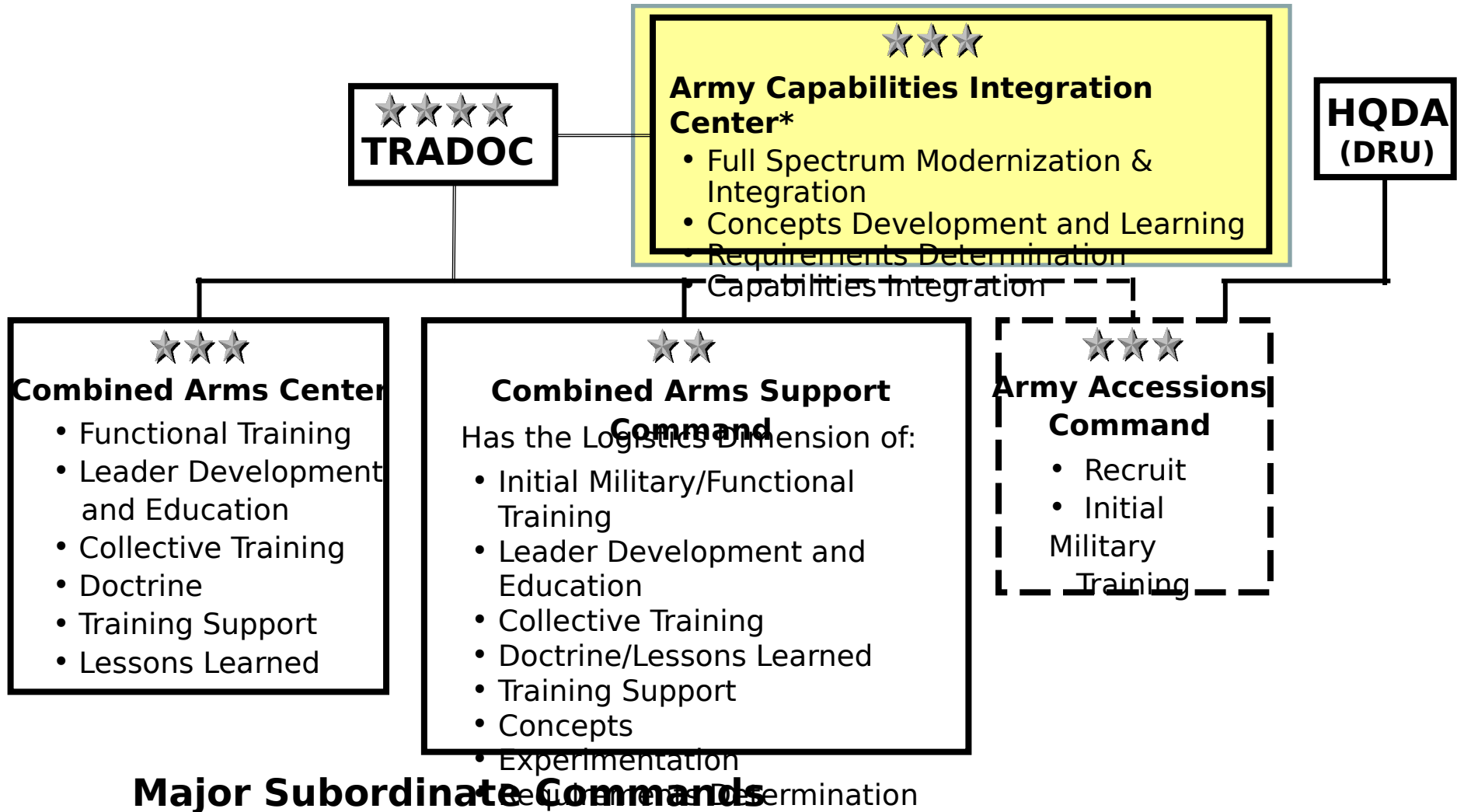
Army Capabilities Integration Center

US Army Training and Doctrine Command

TRADOC: Victory Starts Here



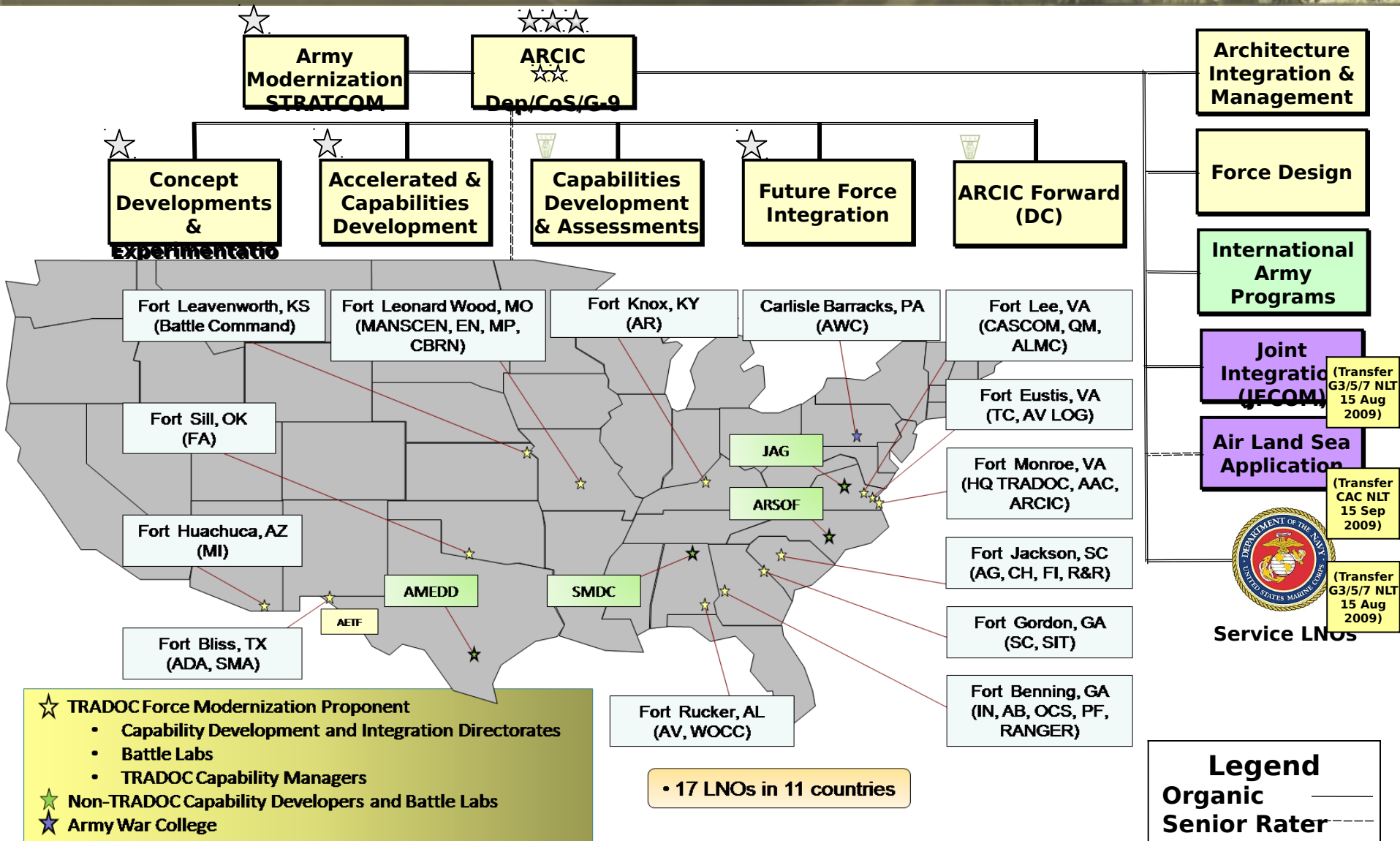
TRADOC Organization



•ARCIC responsibilities outlined in General Order #4 and AR 5-7



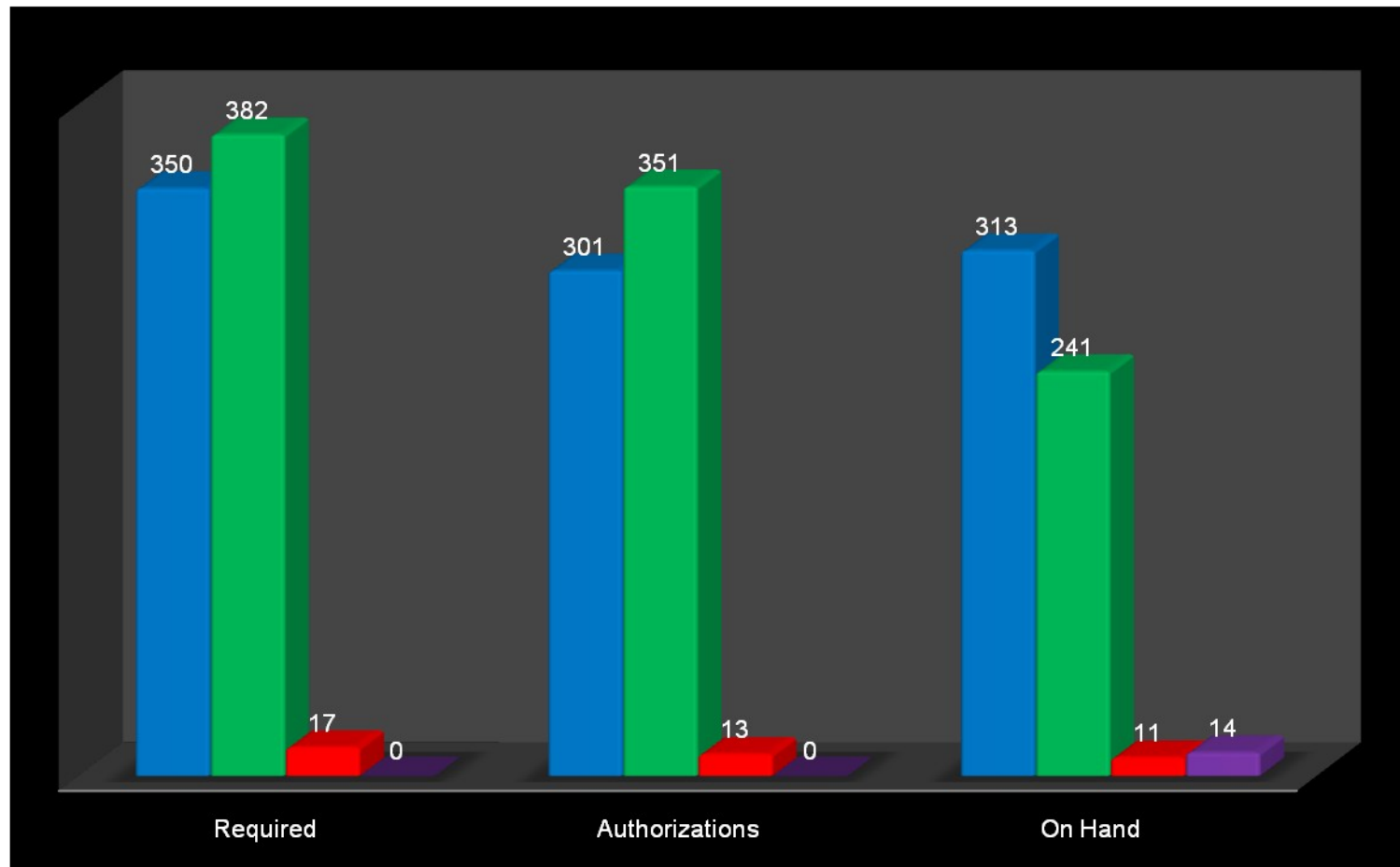
ARCIC Task Organization





ARCIC by the numbers...

Civilian **Military** **USAR/NG** **Mobilized USAR**

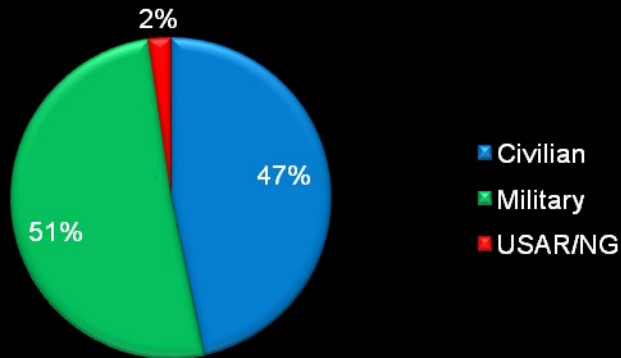


As of 6 May 09

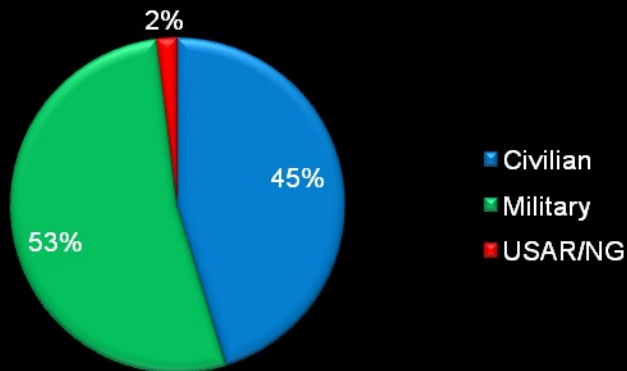


ARCIC: Required, Authorized and On-Hand

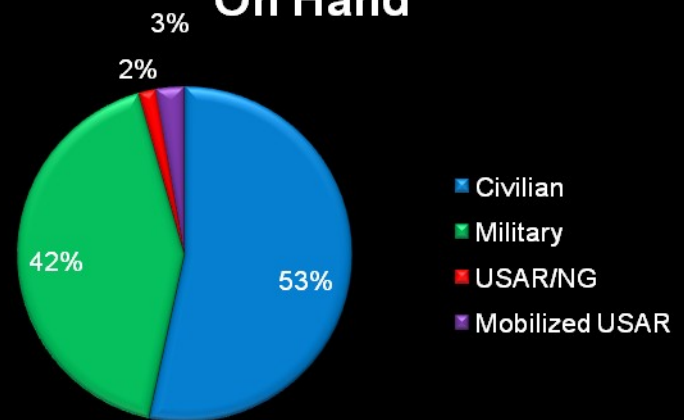
Required



Authorizations



On Hand



The Right Mix?

As of 6 May 09



TRADOC Mission and Priorities

TRADOC develops the Army's Soldier and Civilian leaders, and designs, develops, and integrates capabilities, concepts, and doctrine in order to build a campaign-capable, expeditionary Army in support of joint warfighting commanders through Army Force Generation (ARFORGEN).

All priorities enabled by Institutional Adaptation and Strategic Engagement

1. Leader Development
 - Training
 - Education
 - Experience
2. Initial Military Training
3. Support ARFORGEN
4. Capabilities



ARCIC Mission and Vision

The Army Capabilities Integration Center leads the development and integration of force capabilities across the *DOTMLPF for the Army within a Joint, Interagency, Intergovernmental and Multinational (JIIM) environment to support the Joint Force Commander through ARFORGEN.

**Vision:
World class professionals
developing innovative,
integrated, resource-informed,
and outcome-based solutions for
the current to future force.**

• DOTMLPF - Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel, Facilities



ARCIC Priorities

• Army Level Priorities

- Elements of Balance that include:
 - Strategic Direction
 - One Army Modernization Strategy
- Army Culture
- STRATCOMs

• Operating Force Priorities

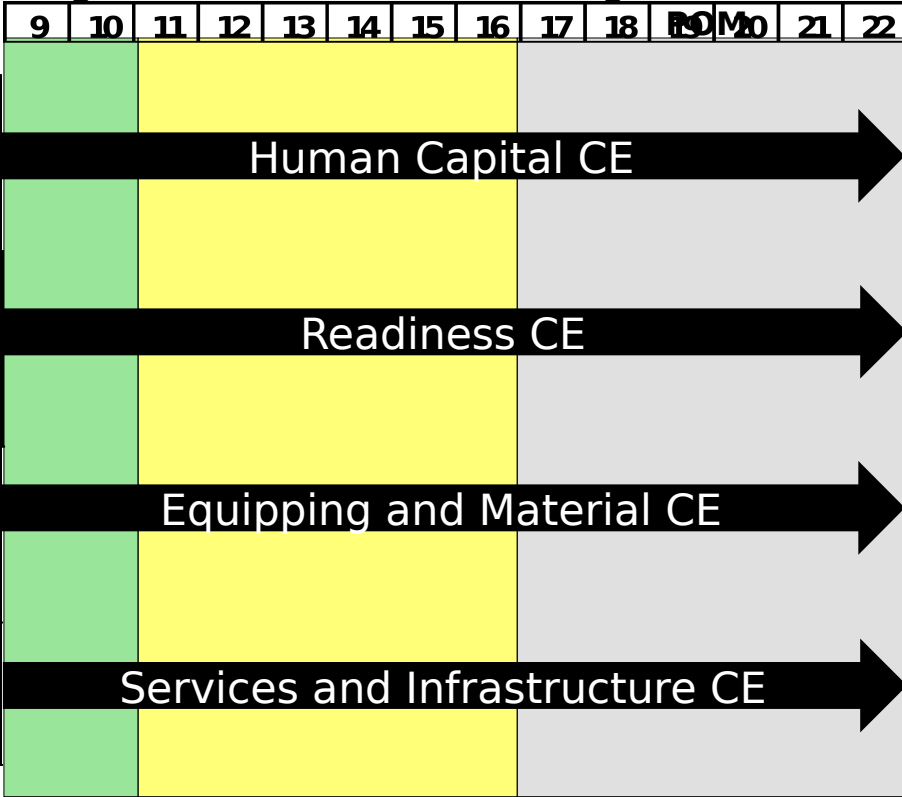
- New Operational Concept
- Support to ARFORGEN
- Accelerated Capabilities (*DOTMLPF*)
- Assess force shortfalls and gaps
- **Top 5 Warfighter Outcomes (*S&T*)**

• Generating Force Priorities

- Leading from the Edge
- Metrics for Future Readiness
- Campaign of Learning
- Integration



Proposed Army Campaign Plan (ACP) FY10-15

Tasks	Lines of Operation Endstate														Outcomes		
	Budget																
	9	10	11	12	13	14	15	16	17	18	19	20	21	22			
Develop Agile Personnel Systems ISO ARFORGEN Requirements Develop Agile Readiness Systems ISO ARFORGEN Requirements Develop Agile Equipping Systems ISO ARFORGEN Requirements Develop Agile Services Systems ISO ARFORGEN Requirements																Balanced OA and GF Provide Agile, Trained Warriors ISO of ARFORGEN	Achieving End Force sustaining a Balanced Operational Army and Generating Force producing through the Army Force Generation Process the capabilities required by the Joint Force Commander. OA and GF Soldiers and Civilians prepared for the Current Fight. Continually Transforming to meet the Condition of Persistent Conflict through an efficient Process that delivers required equipment ISO of each ARFORGEN Phase. An healthy All-Volunteer Army built on sustaining the needs of Soldiers, Civilians and Families
	Human Capital CE															GF Provides Trained Units ISO ARFORGEN Requirements	
	Readiness CE															GF Provides Required Equipment ISO ARFORGEN	
	Equipping and Material CE															GF Provides to Soldiers /Families ISO of ARFORGEN Requirements	
															</		



TRADOC Campaign Plan (TCP) FY 10-15

Tasks	Lines of Operation Endstate														Objectives	
	9	10	11	12	13	14	15	16	17	18	19	20	21	22		<p>A transformed Human Capital Core Enterprise consisting of well-trained, passionate Soldiers and Civilians providing:</p> <p>-- A healthy All-Volunteer Force sustained with end-to-end management of the workforce supporting ARFORGEN requirements for both the Operational Army and the Generating Force.</p> <p>-- Innovative Military and Civilian leaders capable of meeting the current and future demands of Full Spectrum Operations in an era of persistent conflict.</p> <p>-- Relevant required capabilities delivered</p>
Develop and manage Human Resource Lifecycle ISO ARFORGEN	Human Capital (AAC DRU to HQDA)														Workforce managed ISO of ARFORGEN Timelines	
Prepare the Force to Dominate in FSO	Leader Development, Training and Doctrine														Fully Prepared Soldiers and Civilians ISO ARFORGEN	
Develop agile, skilled Warriors ISO ARFORGEN	Initial Military Training														Agile Warriors/ Civilians delivered ISO ARFORGEN	
Develop Capabilities Required ISO ARFORGEN	Capabilities Integration														Required Capabilities delivered ISO ARFORGEN	
Develop Agile Governance Systems ISO ARFORGEN	Transformation and Governance														Transformed PE Relevant and On-time ISO ARFORGEN	
	Synch Trade s & ONS	Resource Informed DOTMLPF Solutions Compete in POM/TAA						Concepts Drive Required Capabilities against Capability Gaps								
as of 21 1600 May 09 v2401																
ARCIC Overview																



ARCIC FY 10-16 Campaign Plan

Tasks

Lines of Operation

Outcomes

Endstate

Budge PBR 11-15 (mini POM) Organize for the POM

10 11 12 13 14 15 16 17 18 19 20 21 22 23

Validate and field full spectrum capabilities to the Army ISO ARFORGEN

Full Spectrum Modernization and Integration

An full spectrum enabled Army ISO ARFORGEN

Create and maintain operational concepts for the force ISO

Concept Development & Learning

Validated conceptual Aim Point for the Army ISO ARFORGEN

Develop requirements across DOTMLPF ISO ARFORGEN

Requirements Determination

Capabilities which achieve conceptual Aim Point ISO ARFORGEN

Enable integrated solutions ISO ARFORGEN

Capabilities Integration

Integrated RIO DOTMLPF solutions ISO ARFORGEN

Develop agile methods for integration & decisions ISO ARFORGEN

Transform, Governance, & Communication

More effective and efficient Community of Practice ISO ARFORGEN

Adaptive Capabilities

Integrate Required Capabilities and Trades

Develop Concepts (Required Capabilities), S&T, Experimentation....

A Transformed ARCIC that...

- Leads from the edge and provides real time adaptability
- Provides conceptual vision and Aim Point for the Army
- Delivers integrated capabilities across the DOTMLPF to the force
- Is fully synchronized with ARFORGEN demands in an era of persistent conflict ISO the Joint Force Commander

... in order to win¹¹



Understanding the Environment

Global Trends



"Interdependent economies, Porous Borders,

Decline of the Nation-

Strategic Environment

"Information Revolution...the death of time and distance"

Greater disparity creates tremendous "friction"

Rise in power and influence of Non-State Actors

Increased willingness to use violence

Complex challenges require all elements of power to address

Operational Context

Irregular

Catastrophic

Diverse Actors

Hybrid Threats

Operations "Among the People"

Unpredictable

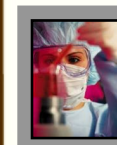
Global Media

Radical extremism attacks fragile Institutions

Joint, Interagency, Multinational and Indigenous Partners

Traditional

Disruptive



Persistent Conflict: Protracted confrontation among state, non-state, and individual actors that use violence to achieve their political and ideological ends.



Role of Landpower

Landpower: The ability to achieve decisive results on land

Land Forces: The military component of Landpower

Role of Landpower: To provide the Nation with a full spectrum capabilities to
strategic functions

Engage - Deter - Prevent - Compel



Land Force Qualities in the 21st Century:

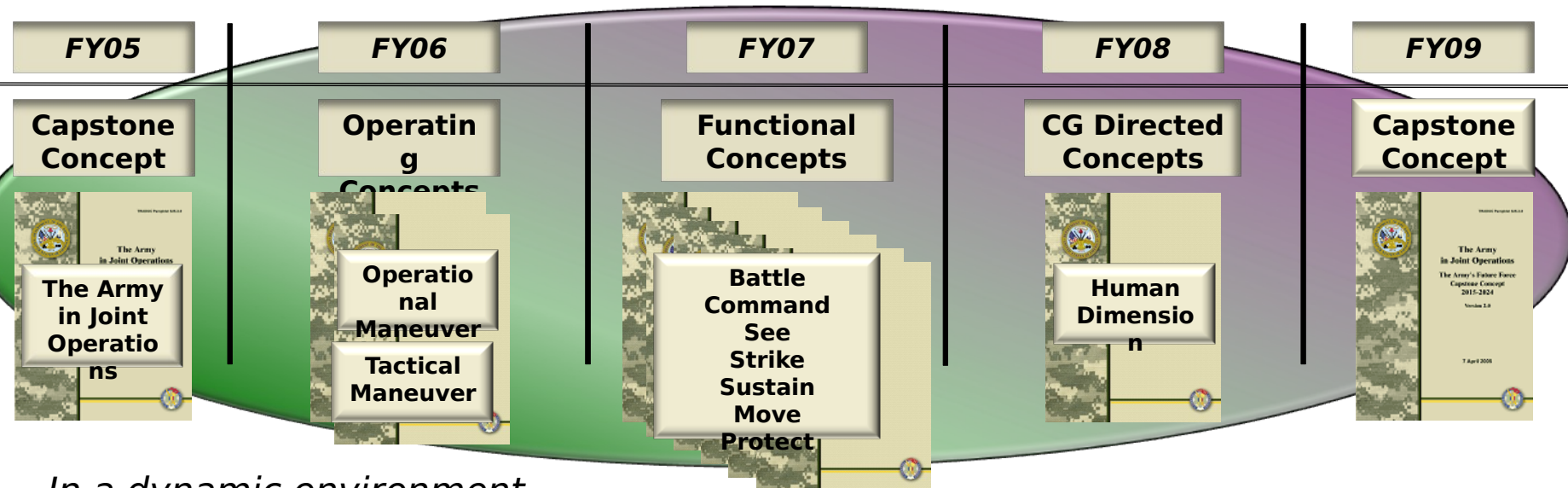
***Versatile - Expeditionary - Agile -
Lethal Sustainable - Interoperable***

Land Power consists of US and Coalition Armies, Marines, SOF, Interagency teams, and joint integrating effects delivered by Air Force and Navy in the land domain

**The Military's Ability to Integrate the Whole of Government Approach
Should Be Considered a National Asset**



Concept Development



In a dynamic environment...

Concepts:

- Organize ideas about how we fight;
- Identify
 - problems to solve,
 - solution components,
 - and how those components work together;
- Account for DOTMLPF-C implications;
- Not and support Joint Operations

Outcomes:

Concepts provide a foundation warfighting assessments.



Big-Five Warfighter Outcomes that Guide S&T

Battle Command Network

- ***Beyond-line-of-sight***
- ***Optimized for mobile operations***
- ***Increase access to the individual Soldier***

C-IED and Mines

- ***Detect, identify and neutralize CBRNE obstacles and WMD***
- ***Provide for safe standoff distance***
- ***Maintain momentum while protecting Soldiers and platforms***

Power and Energy

- ***Enhanced agility to operate worldwide, reducing weight and volume***
- ***Sufficient pulsed power enabling advanced lethality options***
- ***Increased continuous power and fuel economy***
- ***Provide dismounted Soldiers twice available power at half the tactical weight***

Human Dimension

- ***Enhance or restore cognitive and physical performance***
- ***Soldiers incorporated into highly trained and competent small units***
- ***Access on potential vs. high school performance***
- ***Mitigate the increase in physiological and psychological stress***

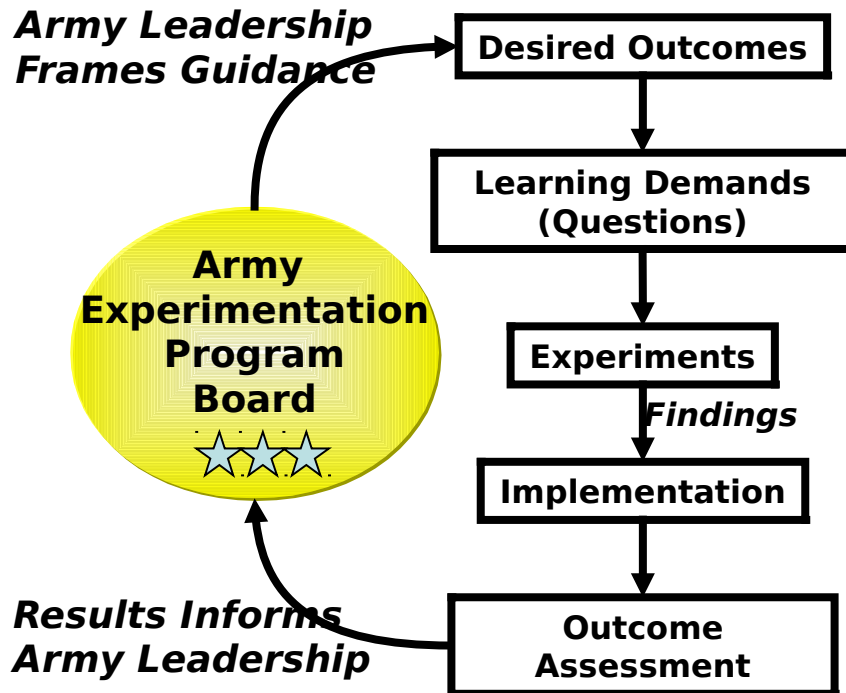
Training

- ***Live, virtual, constructive and mixed venues***
- ***Impart more skills, faster, at lower cost, with greater retention***
- ***Non-traditional home station training techniques***
- ***Train prior to employment***

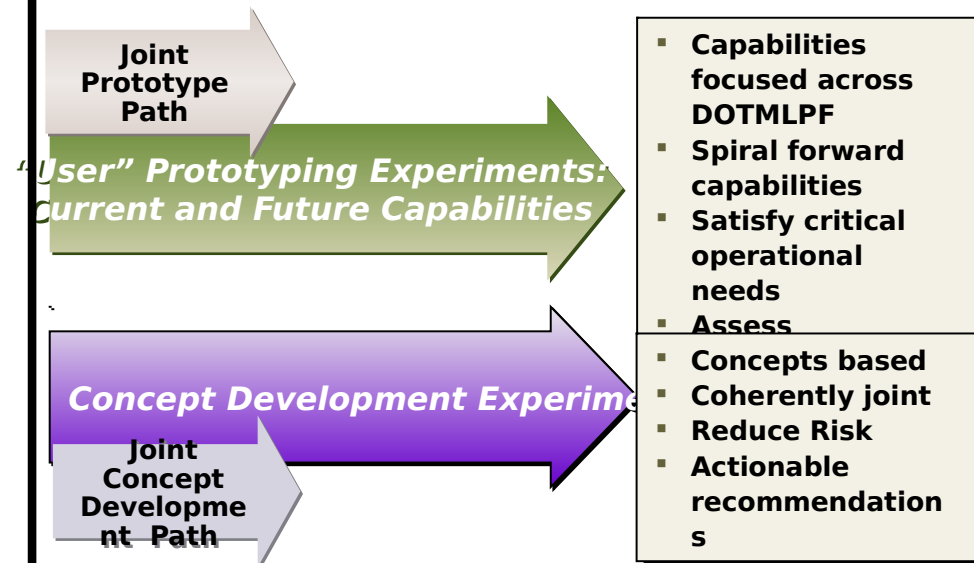


Experimentation

**Army Leadership
Frames Guidance**



Outcome Based



Integration Focused

Army Experimentation:

Immersing Soldiers and Leaders within live, virtual and constructive environments that explore concepts and assess capability needs and solutions across DOTMLPF in order to learn and mitigate risk for current and future forces.



Requirements Determination

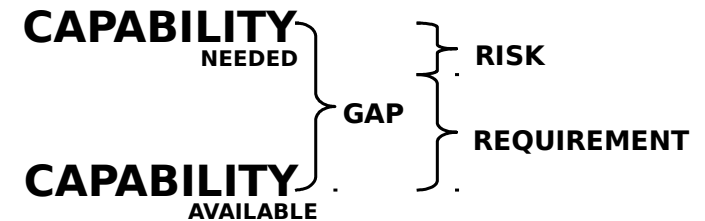
A "Requirement" Depends On Where You Sit

- Combat Developer: describes what it is we want in a new system -- the system attributes, the qualities
- Force Designer (combat development subset): means how many in force design and structure -- the quantity of a system
- Acquisition Community: anything that they must consider in developing a new system -- from combat developer "requirements" (aka attributes) to specifications
- HQDA Reso funding

Capabilities development relies on interdependent relationship of four distinct joint processes

1. Joint Concept Development and Experimentation
2. Joint Capabilities Integration and Development System
(DOTMLPF Change or New Materiel)
3. JROC Programmatic Processes
4. **Defense Acquisition System**

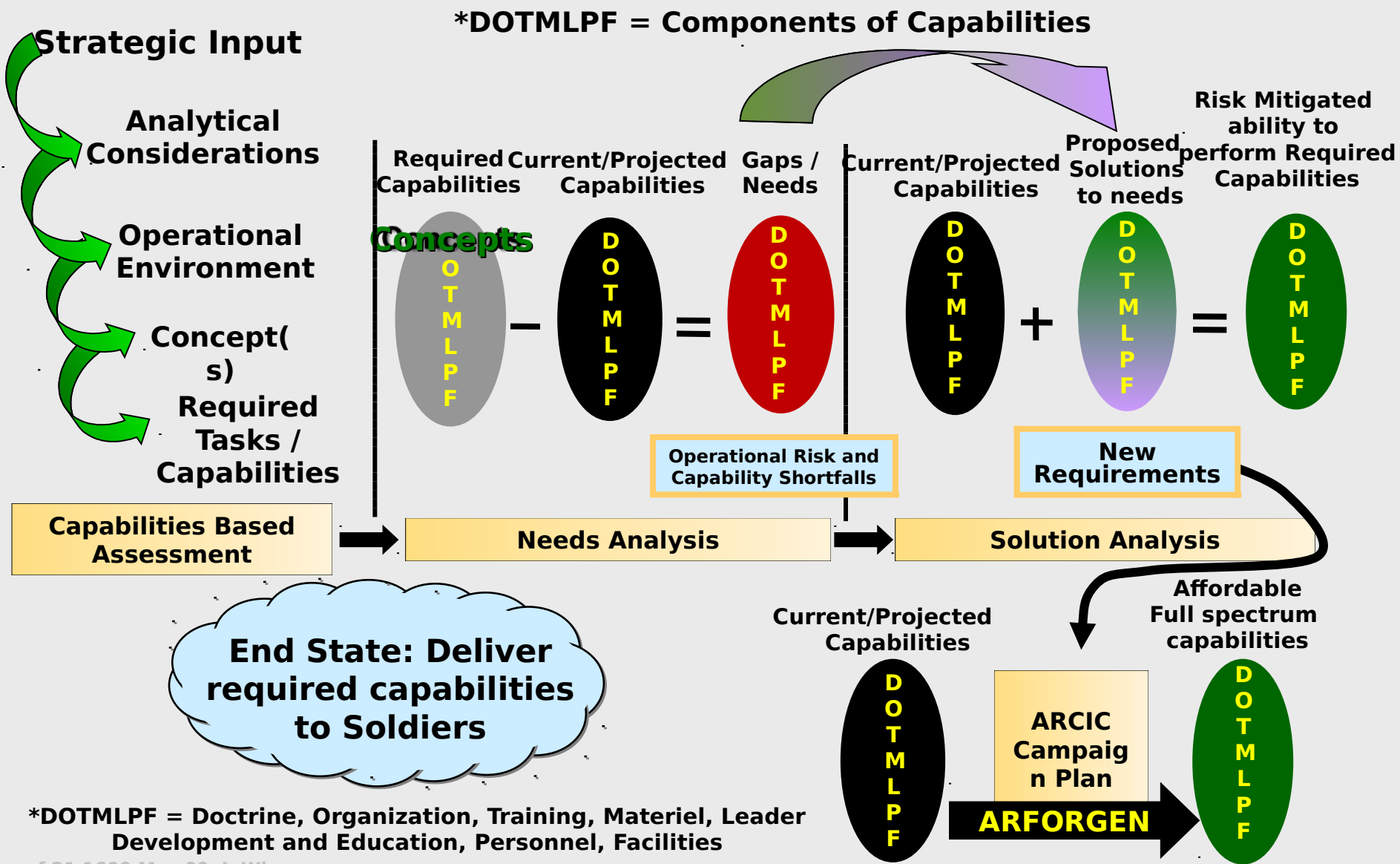
GAPS, REQUIREMENTS and RISK



Defining a requirement is an act of decision, not discovery

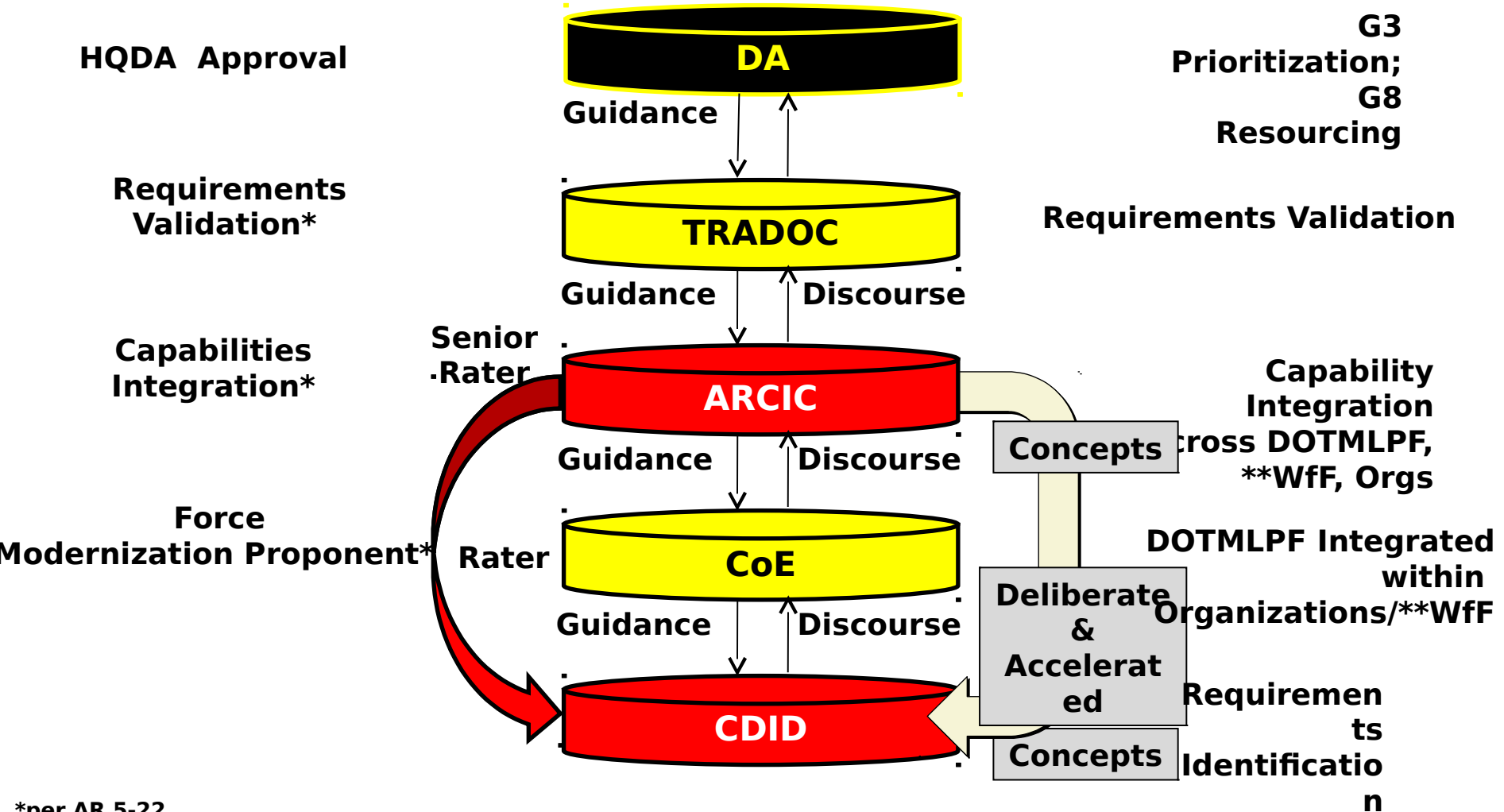


Capabilities Development - Gap Analysis





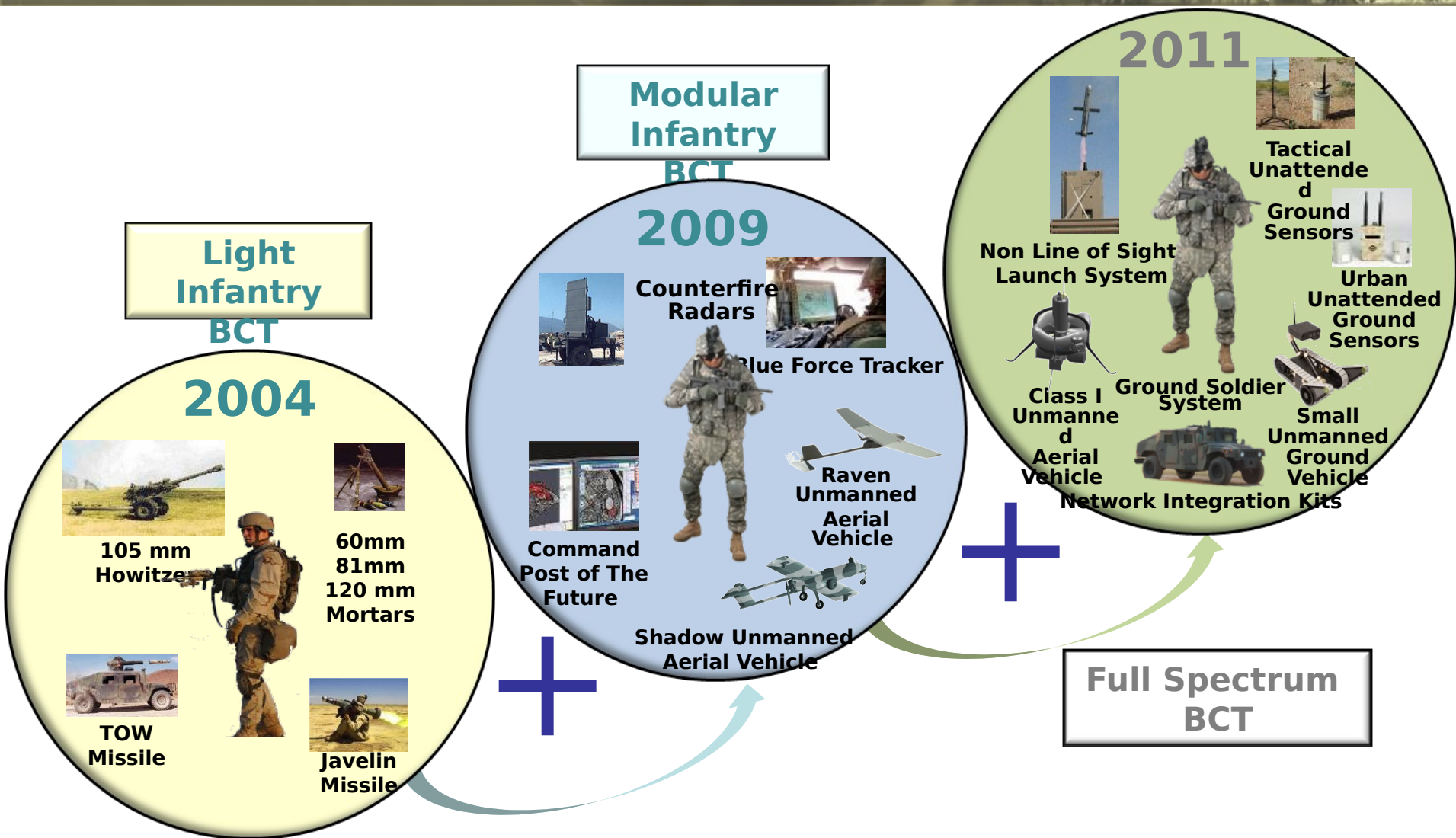
Capabilities Integration LO



*per AR 5-22
**WfF = Warfighting Function



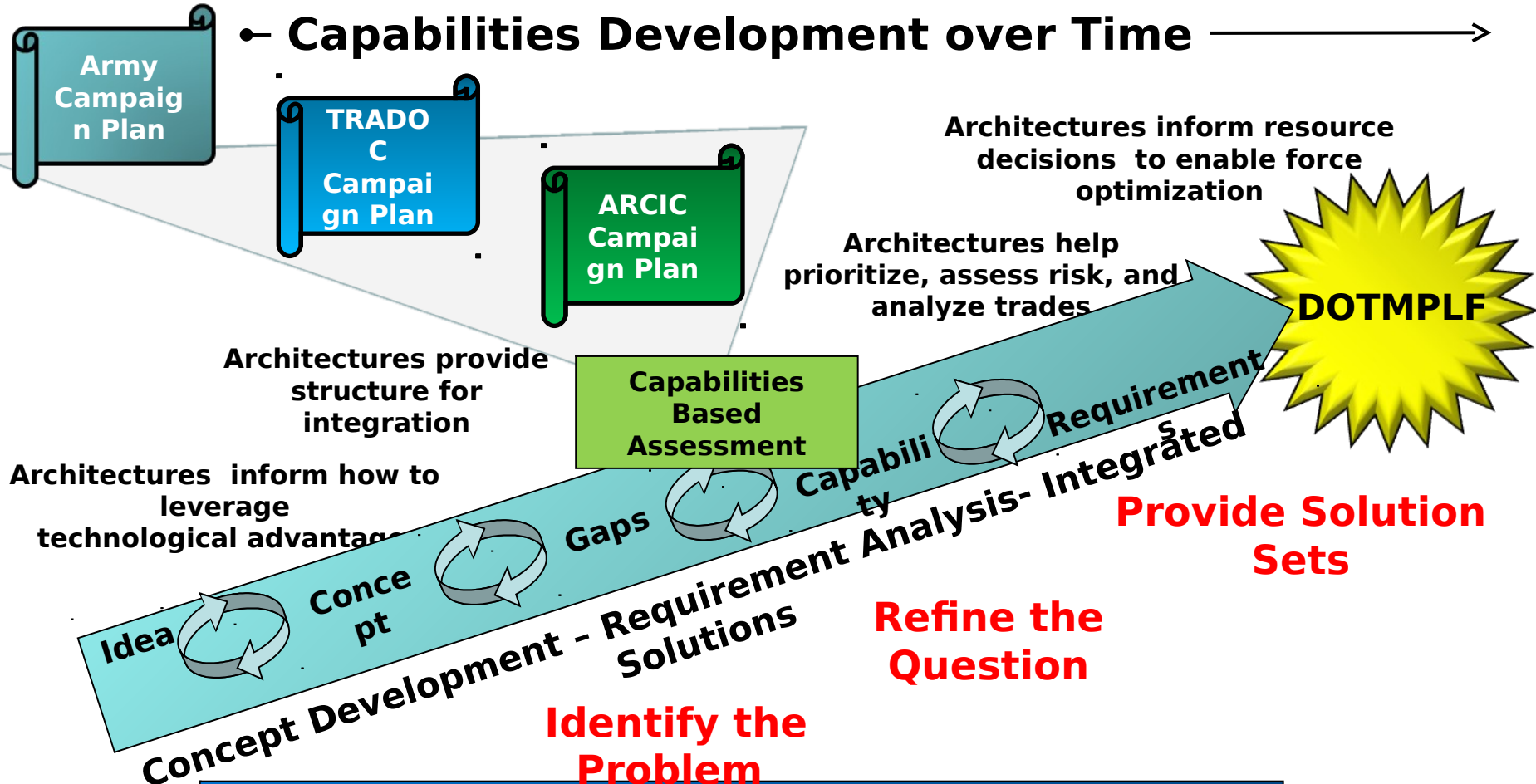
Full Spectrum Modernization and Integr



Modernize Army brigades to support current fight and bridge to future



Architecture Integration and Management



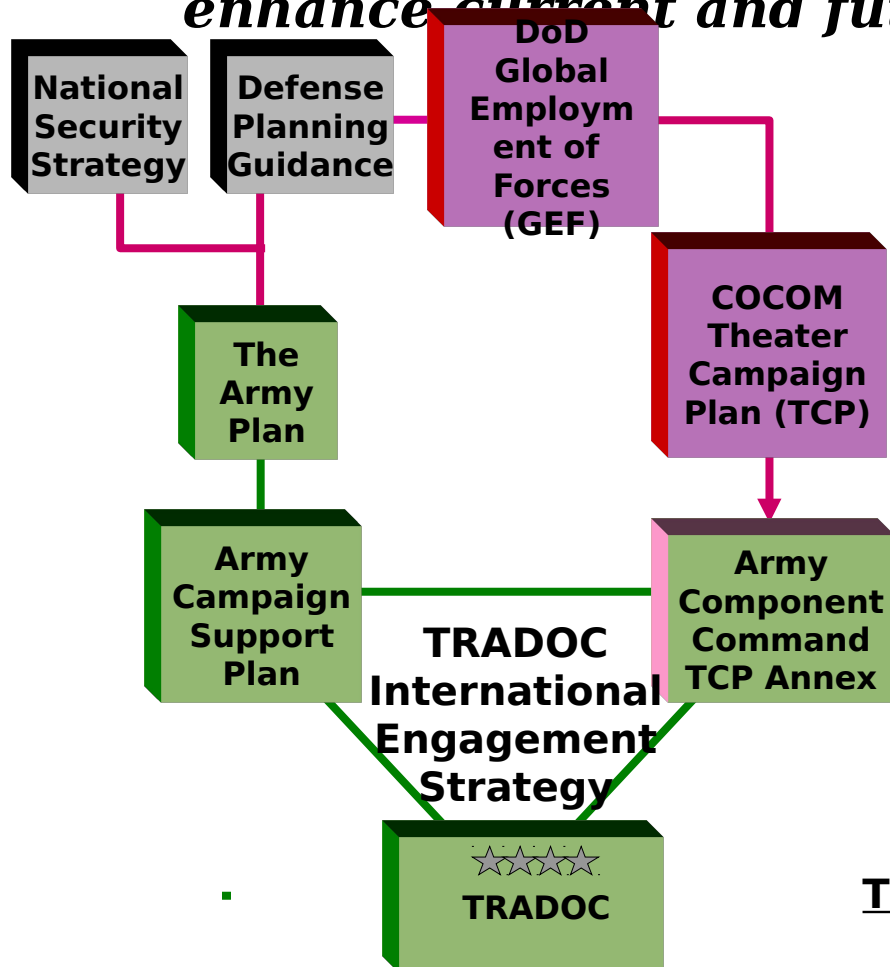
Operational Architectures:

- Describe the tasks, operational elements, and information flows
- Enable capabilities integration
- A supporting process vice an “end-state”



International Programs

Synchronize TRADOC security cooperation activities to exchange information with our Partners and Allies to enhance current and future operational capabilities.



TRADOC's efforts are linked through strategic planning documents and activities



TRADOC Liaison Officers **Foreign Liaison Officers**
17 in 11 Countries **83 from 20 Countries**



Capability Developments Support to Modernization through ARFORGEN

Capability Packages

- Program spin-outs
- MEEL
- NSE
- TPE
- ONS - REF - CDRT
- Training & Leader Dev
- Lessons Learned
- Network Capability

Sets

Warfighting Forums

"JT-COIC like" Entity
Synchronizes updates

FY11	O	N	D	J	F	M	A	M	J	J	A	S	
IBCT	RESET / TRAIN				READY					AVAILABLE			
IBCT						RESET / TRAIN				READY			
HBC T	READY				AVAILABLE								
HBC T	RESET / TRAIN	READY					AVAILABLE						
HBC T	RESET / TRAIN				READY					AVAILABLE			
SPT					RESET / TRAIN					READY			
TWS III; Enhanced NVG; Squad Radio; New Equipment Training; Simulation Upgrade				M1A1 & M2 Improvements Increment II; New Equipment Training; New Training Spt Facility; Gunnery Manual				TWS III; Enhanced NVG, Squad Radio; New Equipment Training; MOUT Facility Upgrade				Boiler (D7, D5), Loader; New Equipment Training; Doctrinal Manual	
								RESET / TRAIN				READY	



Leading from the Edge

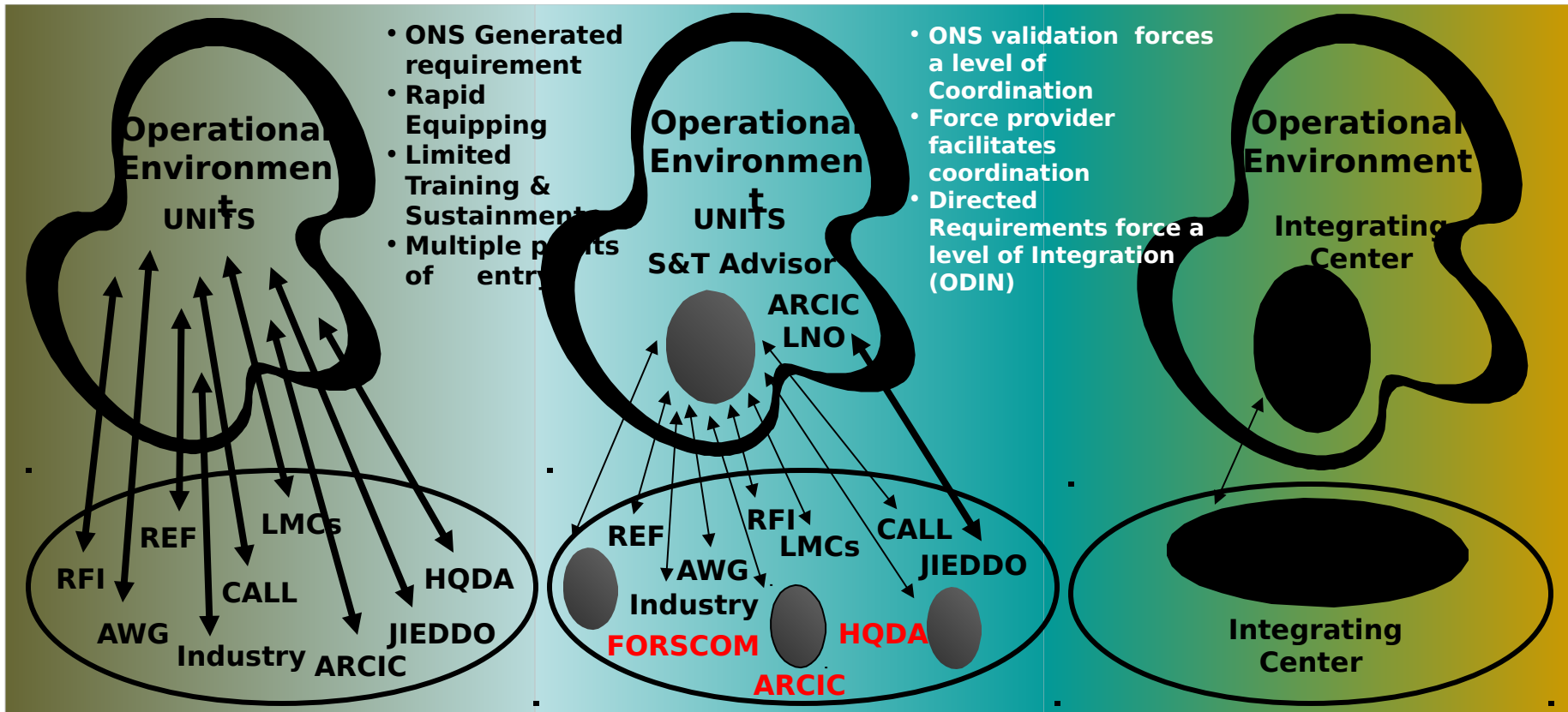
- Accelerated Developments

Environment

Previous

Today

Tomorrow



**Decentralized Activities
(Stove Pipes)**

**A Level of Centralization
(Coordination)**

Integrated Approach



Delivering 21st Century Force

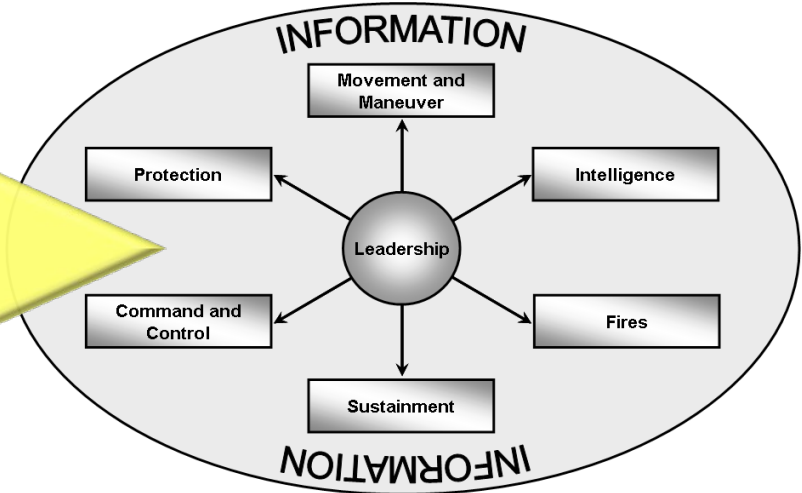
Current and Future Requirements

**DOTMLPF
"Solutions"**

**Modernized,
Full Spectrum Army**

Global Trends
Strategic Requirements
• COCOM priorities
Current Warfight
• Operational Needs
Landpower Qualities

**Doctrine
Organization
Training
Materiel
Leadership and
Education
Personnel
Facilities**



Warfighting Functions

The Army is dominant across warfighting functions, multiplied by leadership and complimented by information, enabled through network battle command - *No Fair Fights*



Army Capabilities Integration Center

US Army Training and Doctrine Command

TRADOC: Victory Starts Here



Back-up



ARCIC Priorities

• Army Level Priorities

- STRATCOMs – engage OSD, Congress
- ASCCs and COCOMs Outreach
- QDR
- Environmental Strategy
- Unified Quest
- One Army Modernization Strategy

• Generating Force Priorities

- Generating Force Study
- Leading from the Edge
- ArCP→TCP→ Metrics → ARCIC Org Design
- Metrics for Future Readiness
- Enterprise TF
- Campaign of Learning
- Integration – Trades, Organizational TCMs
- Capability Needs Analysis
- People – training, education, certification
- Link support forms to ARCIC Outcomes (NSPS, 67-9-1, TAPES...)

• Operating Force Priorities

- Accelerated Capabilities
- Full spectrum Upgrades
- Revised Army Capstone Concept
- S & T Warfighter Outcomes
- Unified Battle Command
- Network Vulnerability
- More efficient and effective 1.1 M
- Energy Strategy for the Operating Force
- Precision Fires
- Tactical Wheeled Vehicle Strategy
- ISR Metrics
- SOF / GPF
- Organizational & conditioned Force Protection
- Joint Future Theater and Tactical Lift
- Small unit excellence
- Commander's Appreciation & Campaign Design FMI



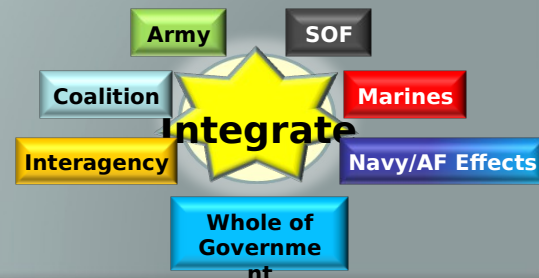
Landpower

Role of 21st Century Landpower: provide the Nation a full spectrum capability to conduct these essential strategic functions

Engage - Deter - Prevent - Compel

With these qualities:

Versatile - Expeditionary - Agile - Lethal Sustainable - Interoperable



Emerging fundamentals of Land Operations:

- Cooperate with interagency, intergovernmental, multinational, & non-governmental actors.
- Manage the narrative to inform and influence perceptions and attitudes.
- Leverage air, sea, and space capabilities of sister services.
- Execute simultaneous combinations of combat, security, engagement, & relief / reconstruction
- Seize, exploit, and retain the initiative.



Landpower

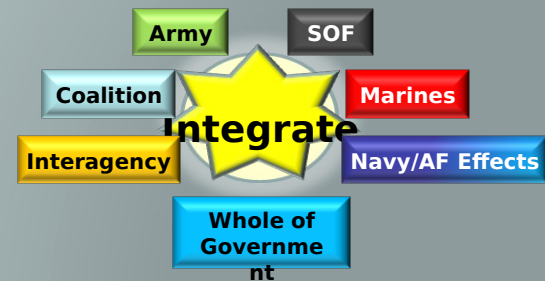
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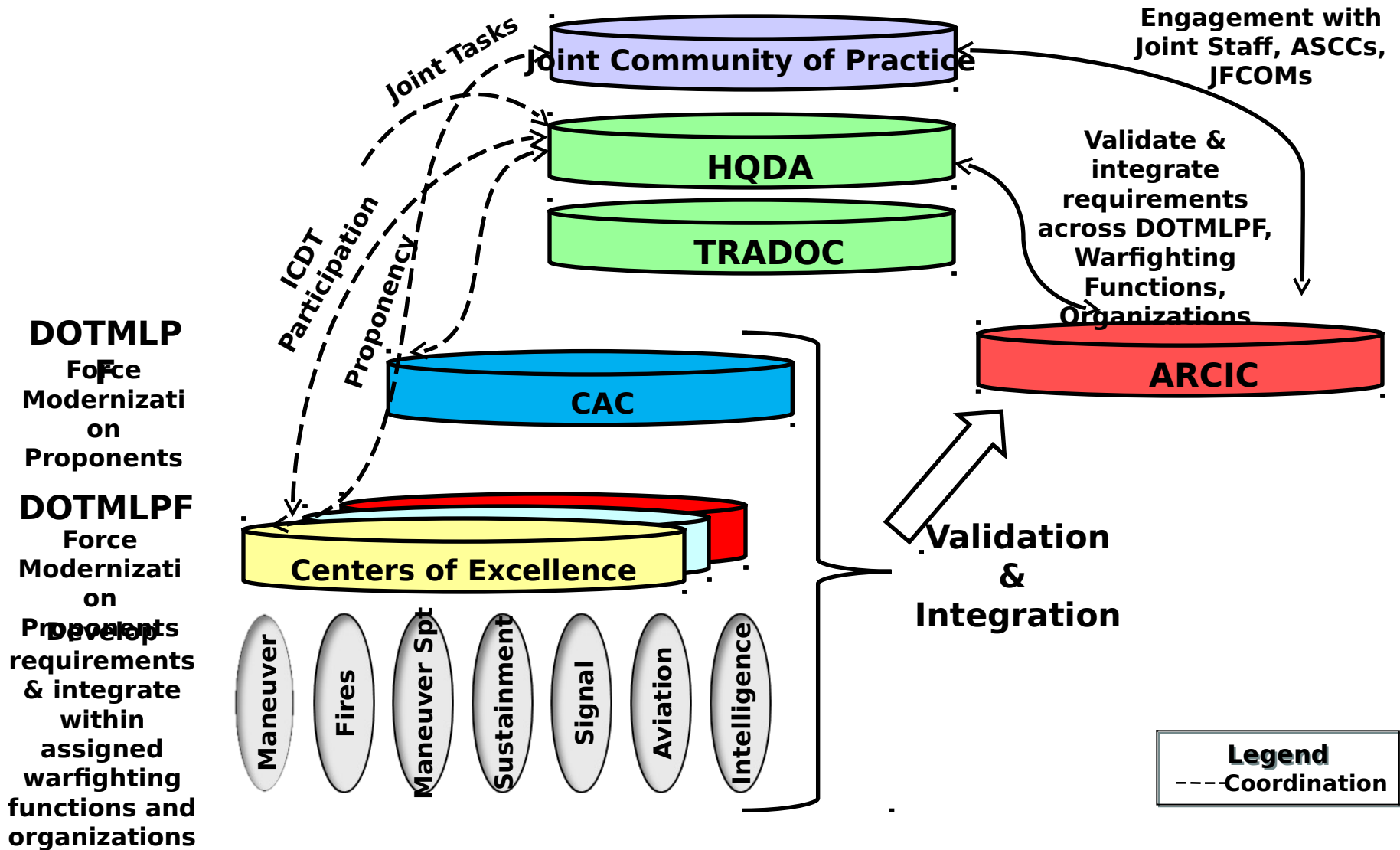
With these qualities:

Versatile - Expeditionary - Agile - Lethal Sustainable - Interoperable





Capabilities Integration





Requirements Determination Capabilities Development - Gap Analysis

**Future Operational Risk Assessments
plus
Joint / Army Concepts
plus
Current Operational Needs
(Operational Needs Statements & Lessons)
minus
Current / Programmed Capabilities**

**Solutions
Analysis**

**Residual
Gaps**

Current and Future Force Capability Gaps



ARCIC Products and Services

- Army Future Force **Concepts**: capstone, operating, & functional (2015-2024)
- **Wargamed insights** into the future Modular Force
- **Experimentation** findings & recommendations for the current and future force
- **Joint Doctrine** (*moves to CAC NLT Aug 09*)
- **Capability gaps** in the current and future force
- **Warfighter Outcomes** and Army Science & Technology priorities
- **Designs** of future **organizations**, recommendations of modifications to current organizations
- Specific **materiel capabilities** needed in the future force
- Annual **guidance** to TRADOC & non/TRADOC centers & schools on major themes, projects, and deliverables
- Successful **rapid** fielded **capabilities**, transitioned to Army at large
- Annual **recommendation to DA on capabilities** to fund in the POM
- **Operational architectures** supporting capability developments
- **International Programs** linked to ASCC Priorities



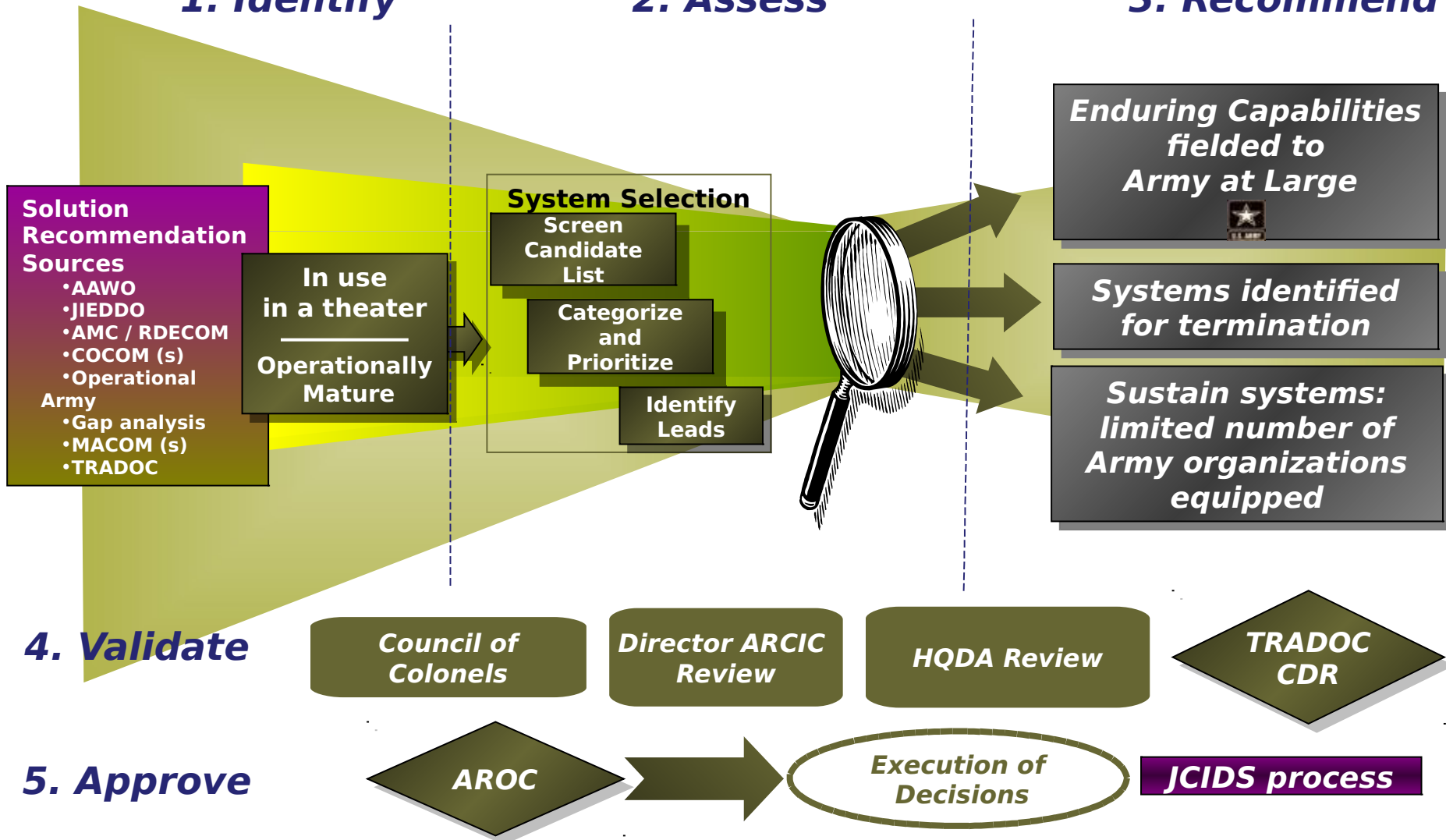
Capabilities Development for Rapid Transition (CDRT)

Process Overview

1. Identify

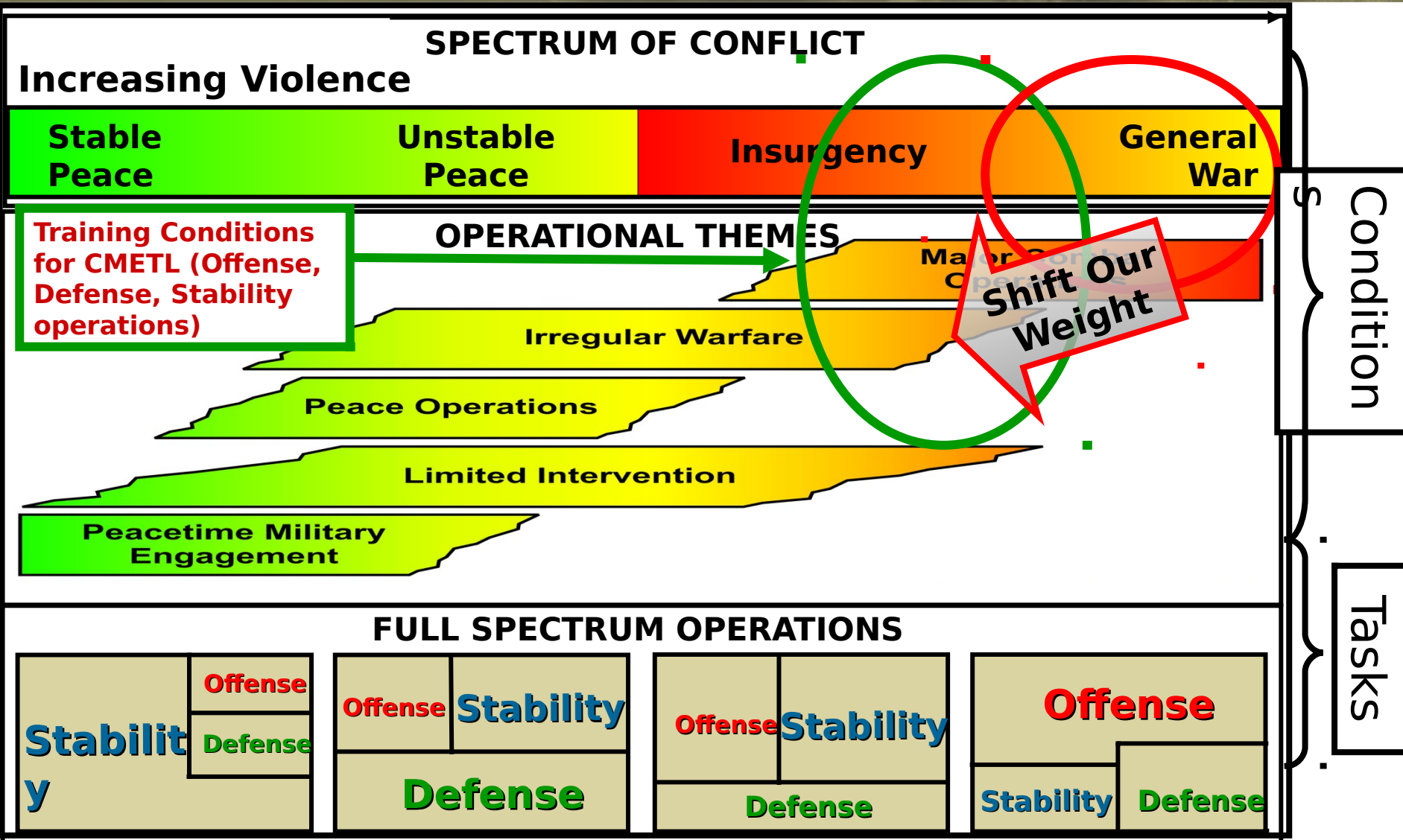
2. Assess

3. Recommend





FM 3.0 - The CSA Aim Point





Managing How We Shape The Future Force

DIRECTED EXECUTION

The Army Plan

- ASPG
- ACP
- Army Mod Plan

TRADOC Campaign Plan

TC P

ARCIC Campaign Plan

EXECUTIVE LEVEL DECISION-MAKING

D P

ACP DECISION POINTS

Army Review Council EXECUTIVE LEVEL OVERSIGHT AND DECISIONS



Army Synchronizati on Meeting, ACP Update, Army Requirement s and Resourcing Board / Army War Production Board

Quarterly Futures Review

QFR

HQDA

Academia/ Banks / Media

Serial Developers/ Industry/ Research & Development

Office of SECDEF / Other Military Services

Army Schools & Centers

Congress

Joint Forces Command / Major Command

Multination BBlateral





ARCIC Campaign Plan

Army Campaign Plan



- Human Capital CE
- Readiness CE
- Equipping and Materiel CE
- Services and Infrastructure

TRADOC Campaign Plan



- Human Capital
- Leader Development, Training, and Doctrine
- Initial Military Training
- Capabilities Integration
- Transformation and

ARCIC Campaign Plan



- Concept Development
- Requirements Determination
- Full Spectrum Modernization & Integration
- Capabilities Integration
- Transform, Governance, & Communication

ISO
ARFORGEN

Objectives and Endstate:

A Transformed ARCIC that...

- ***Leads from the edge***
- ***Provides real time adaptability***
- ***Provides conceptual vision & Aim Point***
- ***Delivers integrated DOTMLPF capabilities***
- ***Is fully synchronized with ARFORGEN***

... in order to win our Nation's wars and preserve the All-